MULTIMEDIA UNIVERSITY

STUDENT IDENTIFICATION NO

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FINAL EXAMINATION

TRIMESTER 3, 2015 / 2016

BHR3614 – HUMAN RESOURCE MANAGEMENT

(All sections / Groups)

2nd JUNE 2016
9.00 a.m – 12.00 p.m
(3 Hours)

INSTRUCTIONS TO STUDENTS

1. This question paper consists of **THREE (3)** pages with **TWO (2)** sections only.
2. Section A: **ONE (1)** Case Study. Attempt **ALL** questions.
   Section B: **THREE (3)** Structural Questions. Attempt **ALL** questions.
3. Please write all your answers in the answer booklet provided.

SECTION A: CASE STUDY (40 marks)

Getting Better Applicants

If you ask Blue Bubble Laundry's Consulting Manager Jen Ko and her father Jak Ko the Founding Manager what the main problem was in running their business, their answer would be quick and short: hiring good people.

Blue Bubble Laundry is a laundry group with six stores located at various residential areas. Each store has a manager assisted by a team of cleaners and pressers. Most of these employees have no more than high school education (often less). However, in a tight market, demand for semi-skilled workers is very competitive. Over a typical weekend, dozens of "help wanted" ads for these workers can be found in newspapers. Most of these people change jobs frequently.

Jen Ko and her father are now faced with the continuing task of recruiting qualified workers out of a pool of applicants whom they feel are moving from job to job. Turnover in their stores (as in stores of their competitors) often approaches 400 percent. "Don't talk to me about HR planning and trend analysis", says Jen. "We're having a crisis and I am happy just to be able to find enough applicants to keep the business going".

Source: Dessler, G. & Tan, C.H. (2009) *Human Resource Management: An Asian Perspective, (2nd Edition)*, Prentice Hall, Singapore.

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QUESTIONS

(a) Apart from putting up "help wanted" ads in their stores and in the newspapers, what are other ways that Blue Bubble Laundry can use in order to attract a larger pool of applicants?

(10 marks)

(b) What is the most appropriate selection method that Blue Bubble Laundry can use to select suitable applicants for the cleaning and pressing jobs? What are other selection methods that this company can adopt in order to screen out turnover-prone applicants?

(15 marks)

(c) Once the cleaners and pressers are hired, what can Jen Ko and her father do in order to reduce the turnover in their stores?

(15 marks)

(Total: 40 marks)

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SECTION B: STRUCTURED QUESTIONS (60 marks)
Answer ALL questions.

QUESTION 1

(a) Describe with example 'piecework plan' and 'merit pay' as the main incentives for individual employees. Compare the advantages and disadvantages of these two types of incentives.

(10 marks)

(b) Discuss **THREE (3)** types of incentives available for salespersons.

(10 marks)
(Total: 20 marks)

QUESTION 2

(a) Define performance appraisal. Explain the activities involved in performance appraisal.

(5 marks)

(b) What is performance management? Explain **SIX (6)** basic elements of performance management.

(15 marks)
(Total: 20 marks)

QUESTION 3

As the director of human resource management, you need to ensure that all employees behave ethically. You are tasked to develop a set of guidelines to manage ethical behaviour at the workplace.

(a) What are the key elements that you need to incorporate in the guidelines of ethical behaviour at the workplace?

(15 marks)

(b) What would be consequences of unfair treatment at the workplace?

(5 marks)

(Total: 20 marks)

End of Paper